

**Table 3 Description of skills/knowledge areas identified in the consolidated list from Phase 1 of the Delphi evaluation**

Skills/knowledge area	Description based on participants' responses
Information and communication technology	Skills related to innovation and technology including information search, the Internet, communication technology and implementation of unified charting systems and electronic medical records
Ethics in health care delivery	Knowledge and application of moral conduct in the delivery of patient care taking into consideration the legal, cultural and humane dimensions
Paramedic training	Basic life support training and first aid administration skills for paramedics and overall health care professional population
Geriatric and chronic care	Understanding, education and training in geriatric and chronic patient care
Quality management and improvement in health care	Knowledge about quality management and control and the application of patient centered, standardized and evidence based care
Health systems and policies	Knowledge of the health care environment and global health systems as well as health policy formulation, implementation and interaction with policy-makers
Strategic planning and management	Skills related to the strategic planning process, implementation of strategic plans, and organizational development
Financial health care management	Knowledge of health care management areas, including dealing with third party payers, insurance arrangements, reimbursement to payers, budget planning and cost effectiveness
Inter-professional collaboration and teamwork	Inter-professional education development, shared decision-making and responsibilities, and communication between teams and clinical departments (anaesthesia, radiology etc.)
Trauma and critical care	Knowledge of updated clinical steps and procedures for trauma and critical care.
Methodology and approaches for workshop development	Ability to organize and develop workshops addressing emergent health care issues in society and encourage lifelong learning
Communication skills	Communication skills applied to clinical and non-clinical areas, including: oral skills, e.g. inter-professional communication or communication with patients, and writing skills, e.g. memos, articles, charting, clinical reports, and care plans
Leadership	Leadership skills and practices, showing class, character, and the ability to manage change in health care sector
Professionalism	Maintaining professional conduct and avoiding preferential treatment related to health care professionals, as well as patient care.
Home-based health care delivery	Knowledge of the components and resources needed for home-based care and the arrangements necessary to support its delivery
Efficiency and streamlining of health care processes	Developing efficient practices in delivering care and streamlining health care processes
Evidence-based health care management	Applying existing evidence to support and improve decision-making in health care organizations
Conflict resolution	Knowledge of group dynamics and conflict resolution abilities
Patient safety	Empowerment and engagement of employees to promote a culture of safety and support reporting adverse events
Critical analysis and problem solving	Knowledge of the research process, and the steps in conducting a research project, including data collection and analysis to support decision-making
Human resources strategies and management	Knowledge of motivation principles and practices, as well as strategies for staff retention and satisfaction, e.g. understanding health care workers jobs and responsibilities, providing relief sessions against burnout and organizational behaviour skills